

The Role of the Employee Experience Platform in Enterprise AI Transformation





Overview

Integrating AI with human capabilities can improve the employee experience and create new business outcomes through innovation and ideation. However, the promise of AI can only be realized by paying attention to its most critical success factor: workforce readiness.

Every successful AI transformation also reshapes the employee experience. The employee experience platform (EXP) has evolved from a transactional tool aiming to solve simple service delivery issues into a multipurpose change agility tool. It can now foster a fantastic employee experience and enable the workforce to adopt AI tools into their work processes, further improving the employee experience and business outcomes, creating a virtuous cycle.

This report describes the evolving role of the EXP in the age of AI and examines its use as a change agility tool for enterprise AI transformation.

In This Report

- The Evolution of the EXP in the Age of AI
- The Change Agility Imperative
- The EXP as an AI Change Agility Tool
- HR's Elevated Role in AI Transformation

The Evolution of the EXP in the Age of AI

The EXP, a system that supports employee listening, communication, skilling and learning, and measurement, is key to the AI transformation journey. Its goal is to create a more engaging, efficient, and adaptive work environment.

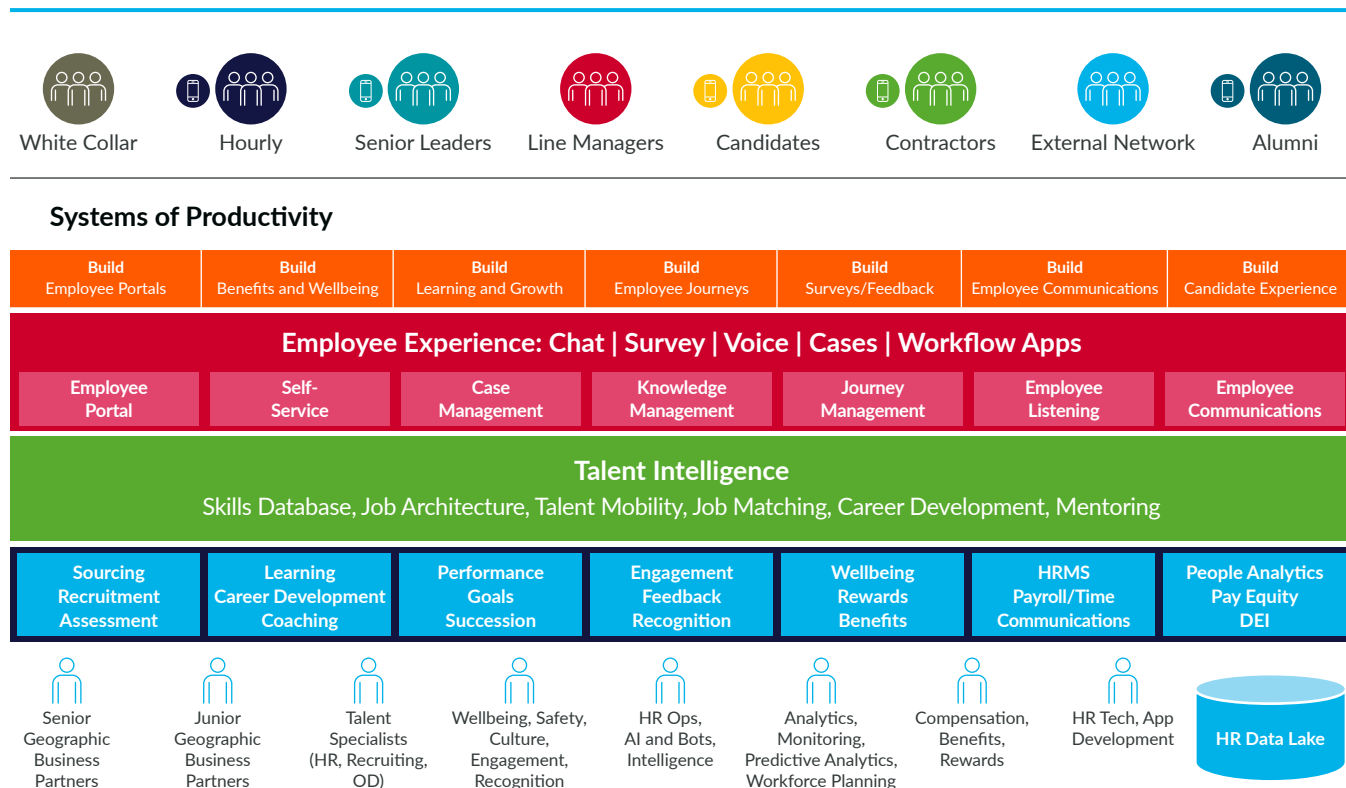
Technology is a powerful accelerator for such human-centered AI adoption. AI success can be optimized with a holistic approach and a modern, AI-powered platform focused on creating a great employee experience. Thus, EXPs like Microsoft Viva and many others are becoming increasingly important.

The New HR Technology Stack

The EXP has changed significantly since the early 2020s, moving from a transactional system focused on a single use case to an interactive system with many different use cases.¹ It's now a critical layer in the modern HR technology stack, allowing for interfaces with employees, managers, senior leaders, and even candidates and contractors (see Figure 1).

While transactional systems (blue layer) like human capital management (HCM) platforms, learning management systems (LMSs), applicant tracking systems (ATSs), and payroll systems are designed to store and manage transactions in a relational database, the EXP (red layer) serves as the critical connection with employees. Designed to meet people where they are—in their daily work systems—the EXP provides insights,

Figure 1: Current HR Technology Stack



Source: The Josh Bersin Company, 2025

1 The Employee Experience Platform Market Has Arrived, Josh Bersin/The Josh Bersin Company, 2020.

communication, skilling, learning, listening, community, and more. Today, powered by next-gen AI, the EXP creates deeper, more personalized experiences across all dimensions of the employee lifecycle.

The EXP's impact on the employee experience is significant, transforming the workplace into a more engaging and empowering environment for all employees. Because many workers now have heightened expectations of consumer-grade experiences in HR platforms, priorities have flipped, with transactional systems becoming increasingly commoditized while the EXP is differentiating.²

Our research shows that all applications of the EXP are important to organizations aiming to create a better employee experience, with different levels of employee experience maturity corresponding to different EXP priorities.³ This means that each organization has to decide what to focus on in using an EXP (though maximum benefit comes from investing in all of these key areas):

- An employee portal and self service help streamline HR transactions with personalized employee content.
- Case management tools support better efficiency to improve HR services and reduce caseload.
- Knowledge management tools enable employees to tap into the vast, disparate sources of insights across the company, leveraging AI to proactively serve up the most relevant insights in the flow of work.
- Journey management creates user paths to define how specific personas navigate various processes, using AI for hyperpersonalization to serve up relevant transactions and communications.
- Employee listening provides actionable data to increase productivity, engagement, and the speed of AI transformation, empowering HR to stay close to the voice of employees and enabling [employee activation](#).
- Employee communications functionality supports delivering the right messages at the right time through the right channels.

² *The Rise of the Employee Experience Platform: Essential to Business Success*, Josh Bersin/The Josh Bersin Company, 2022.

³ *The Definitive Guide to Employee Experience*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2021.

CASE IN POINT

ASOS Pioneers AI for Productivity, Sustainability, and Wellbeing

ASOS, a leading global online destination for fashion-loving 20-somethings, is known for its rapid technology adoption to enhance business productivity and support internal stakeholders across various functions.

The company recognized AI as an opportunity to increase creativity and efficiency across its operations. Its goal was to empower employees to experiment with AI tools, unlocking new ways of working and supporting various teams, from design to support services. "It's about providing our employees with the latest tools so they can experiment safely and explore how they can support them to solve their local problems," explained Callum Akhtar, Head of Technology for Digital User Experience at ASOS.

Participating in the Microsoft Copilot early adopters program and leveraging Microsoft Viva as the EXP, the company identified various use cases:

- **Transforming IT:** Moving from a transactional IT service delivery model to a strategic partnership, leveraging AI to reduce manual processes and free up capacity.
- **Increasing productivity:** Automating meeting notes, drafting documents, and catching up on emails.
- **Improving sustainability:** Leveraging a custom-built AI bot to automate green certifications, streamlining the verification process for sustainable products.
- **Enhancing HR and legal operations:** Leveraging AI to analyze comments on employee surveys (HR) and streamline contract reviews (legal).

The EXP played a crucial role in the AI transformation. For example, it supported the organization's "Work Smarter" campaign, facilitating communication and

knowledge-sharing, allowing employees to post and discuss AI use cases and experiment in a safe environment. The campaign also included a learning program aimed at building AI skills. All of this helped demystify AI and fostered an environment of continuous learning and adaptation.

ASOS achieved significant productivity gains using AI tools, with employees reporting more efficient workflows and increased wellbeing. The company also saw improvements in sustainability processes, IT, HR, and legal operations.

The biggest hurdle was changing the mindsets of employees and senior stakeholders. The company used the EXP to provide clear communication and training to help employees understand and leverage AI effectively, making the EXP indispensable.

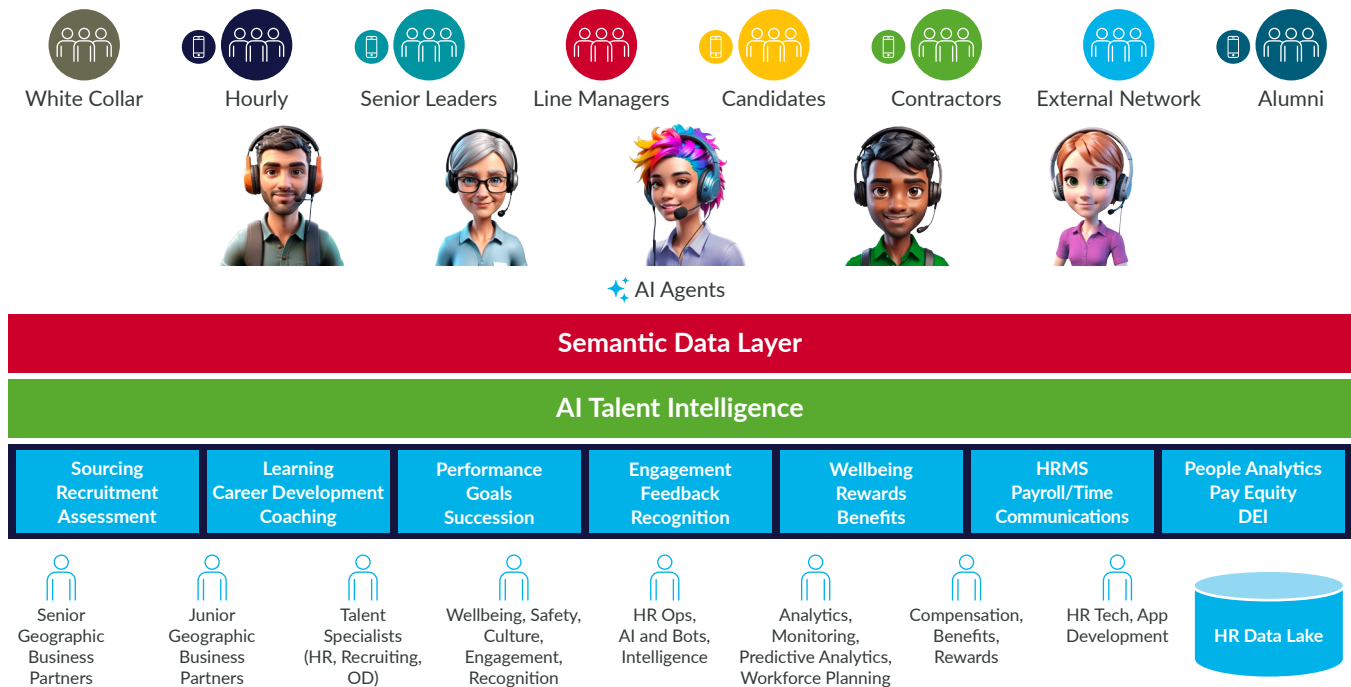
Next, ASOS plans to continue expanding AI adoption, focusing on increasing the use of Copilot and exploring

new features in upcoming releases. The company aims to enhance governance and support for Copilot Studio to maximize its potential. Ongoing education and engagement efforts leveraging the EXP will ensure that all business areas can realize the benefits of AI.

Introducing AI Agents for the Intelligent EXP

Today, the modern EXP can leverage AI for personalization, natural language prompts and queries instead of phone trees, and generative features to meet employees where they are. This level of consumer-grade features is critical to driving a better employee experience. With AI agents, employees can access any transaction or technology in new, streamlined ways.⁴ Thus, the HR technology architecture will evolve, with AI agents serving as the new EXP layer where users interface with transactional systems (see Figure 2).

Figure 2: New HR Technology Stack



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

⁴ The Rise of the Superworker: HR and Leadership Predictions and Imperatives for 2025, Josh Bersin/The Josh Bersin Company, 2025.

This intelligent, new EXP is an indispensable enabler for enterprise AI transformation. It understands employee roles and their use of AI, taps into unique knowledge requirements, and facilitates experimentation and learning at scale. These are all part of creating organizational change agility capabilities critical for enterprise AI adoption.

However, while defining an AI strategy for HR is one of the most impactful things HR can do, only 4% of organizations have done it. And even though supporting AI-related work redesign for every job in the organization is the second most impactful practice of 106 HR practices we studied, only 15% of companies excel in this area.⁶

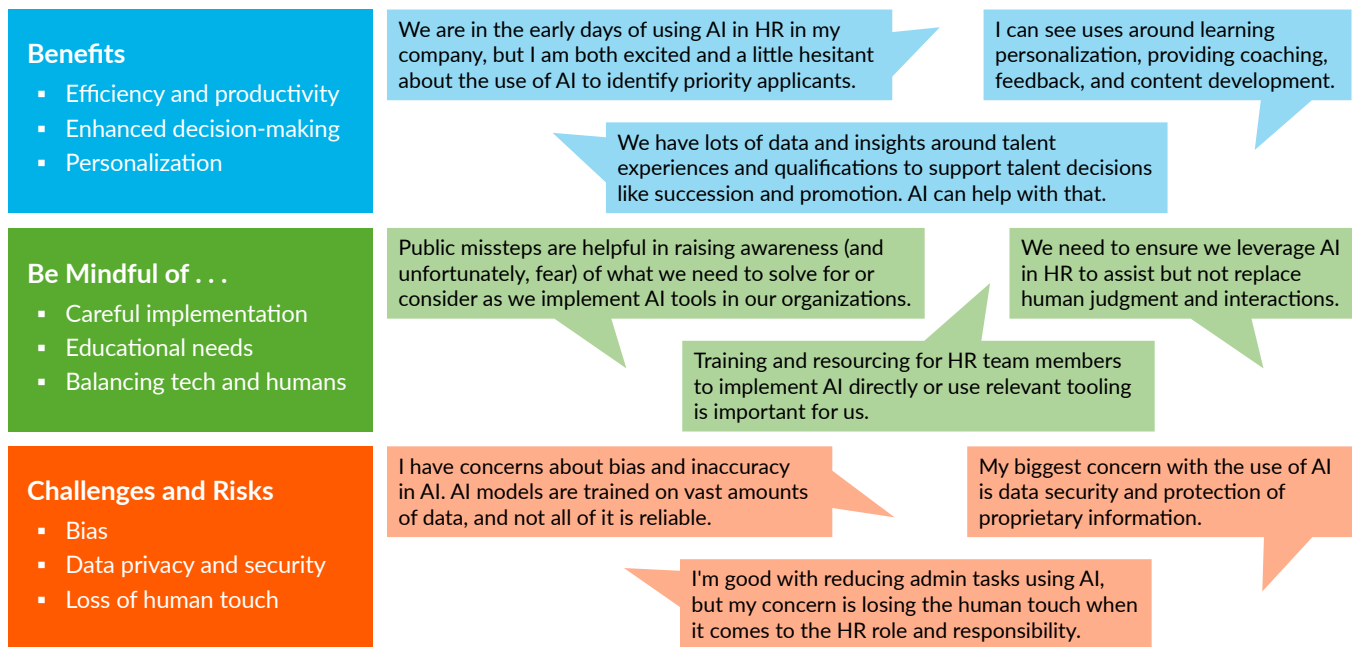
The Change Agility Imperative

While AI itself is not new, the introduction of ChatGPT in November 2022 democratized access for every individual, with consumer-facing options releasing rapidly, including those from Google, Microsoft, and Apple. This has created various opportunities and challenges for organizations, with 78% of AI users bringing their own AI tools to work and 60% of business leaders saying their organization lacks a plan and vision to implement an AI strategy.⁵

Cautious Optimism About AI

The opportunities for AI are massive, ranging from increased workforce productivity and performance to innovation and creating new value. According to 5,500 comments in the Josh Bersin Academy course “[Artificial Intelligence in HR](#),” HR practitioners and leaders are cautiously optimistic about AI for the workforce and have a balanced view of its benefits and challenges (see Figure 3).

Figure 3: Benefits and Challenges of AI in HR



Source: The Josh Bersin Company, 2025

5 AI at Work Is Here. Now Comes the Hard Part, 2024 Work Trend Index Annual Report/ Microsoft and LinkedIn, May 8, 2024.

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

Benefits of AI-Enabled Employee Experience

Considering how AI will change the employee experience, HR practitioners and leaders see various benefits. For example:

- **Increased productivity:** Global pharmaceutical company Novartis deployed Microsoft 365 Copilot to 30,000 employees, with productivity savings of 3 to 6 hours per week per employee. Walmart’s use of its AI assistant in HR has improved the efficiency and accuracy of its HR service center by 70% to 80%.
- **Enhanced decision-making:** The Josh Bersin Company’s AI-powered HR assistant, [Galileo™](#), supports HR and managers with insights on everything from hiring in a tough labor market to help writing a request for proposal (RFP) for a new ATS.⁷ These insights, in turn, accelerate and inform key decisions of HR teams.
- **Hyperpersonalization:** Norwegian logistics company Wallenius Wilhelmsen uses Microsoft 365 Copilot for personalized access to documents, meeting notes, and more, helping people prepare for meetings. Personalization also helps tailor learning recommendations, knowledge management, wellbeing suggestions, and more.

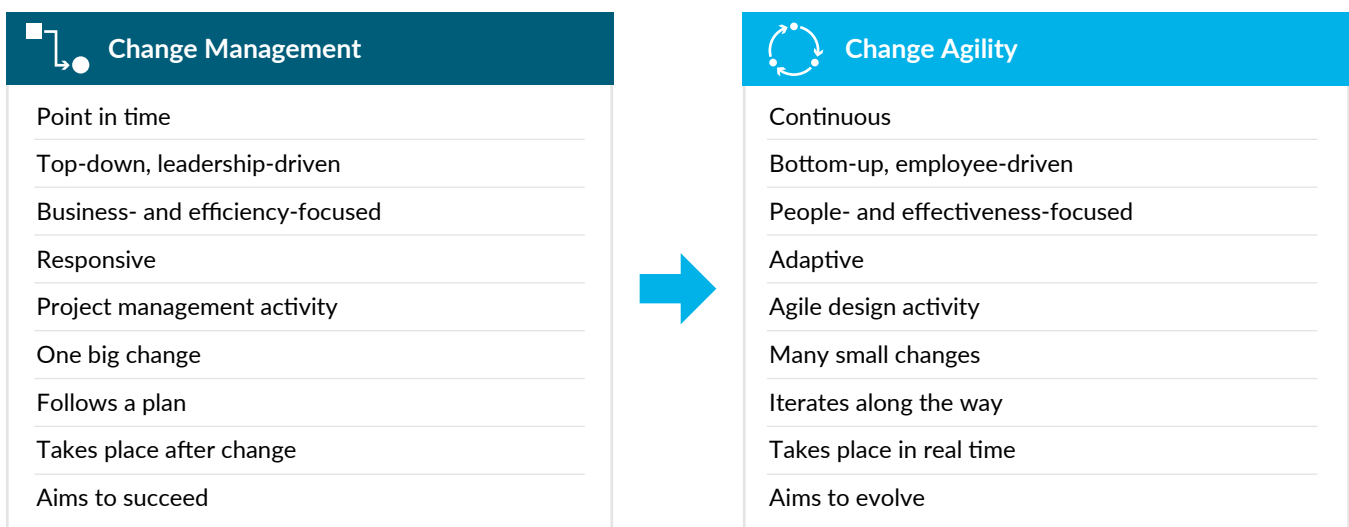
- **Improved collaboration and communication:** Food and beverage company Campari Group adopted Microsoft 365 Copilot and Viva to improve collaboration and communication. AI helps draft reports and personalize messages, while the EXP fosters community, tracks employee sentiment, and supports personalized learning.⁸

From Change Management to Change Agility

AI transformation is unique in many ways. The most successful organizations recognize that managing change requires a new approach. The speed of change and implementation, the reliance on data-driven decision-making, the iterative use of AI, and the need for rapid skills development—often without knowing the exact skills in advance—demand agility. Traditional change management is no longer sufficient; instead, organizations need to become agile, tapping into bottom-up, continuous adaptation.

Companies must adopt a flexible and experimental approach to successfully navigate the complexities and opportunities AI presents. We call this approach “change agility” (see Figure 4).

Figure 4: From Change Management to Change Agility



Source: *The Josh Bersin Company, 2021*

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

⁸ “Campari Group enhances collaboration and creativity with Microsoft 365 Copilot and Viva,” Customer Stories/Microsoft, November 19, 2024.

It all starts with a mindset shift from traditional change management to change agility⁹. AI transformation is not static; it's an evolving target that requires the active involvement of AI users. Thus, the approach to addressing the change must also be different. Because the EXP puts people at the center, this platform has emerged as a highly relevant change tool for AI adoption.

CASE IN POINT

Clifford Chance Deploys AI into Daily Processes for Productivity and New Value

Clifford Chance is a global law firm with about 7,500 employees across more than 30 locations worldwide, operating in all major law practice areas. The company deals with large volumes of documents and complex legal processes. As a leader in legal technology, the company has been integrating AI into its operations for a decade, initially focusing on document reviews and e-discovery¹⁰.

Clifford Chance sought to enhance productivity and streamline operations in its global offices to address language barriers and collaboration challenges across time zones. The goal was to provide fair access to AI tools for all employees—not just a select few—to boost productivity and provide insights into work processes.

Key use cases with Microsoft Copilot include:

- **Document preparation:** AI assists in putting together the first draft of legal documents by providing starting points and summarizing information. This is particularly useful when a lawyer is unavailable, as it allows other team members to start work on legal drafts with the help of AI-generated content.

- **Language and tone adjustment:** AI helps improve the quality of written communication and also assists with translation, ensuring that any necessary correspondence maintains a professional tone and clarity.

The team opted for a “big bang” implementation to accelerate the benefits of AI to all employees simultaneously. “We went completely aggressive, fully deploying Copilot within 2 months. The adoption rate was 3 times greater in these 2 months than other technologies we had for 10 years before,” Anthony Vigneron, Director, Legal Technology Solutions, explained.

To enable this aggressive change approach, the team strategically leveraged Microsoft Viva for communication, community-building, training/skilling, and ongoing measurement to identify success and drive agile change.

Using AI significantly increased productivity, reducing administrative tasks and giving lawyers time back in their day. Additionally, the AI tools supported diverse workforce needs, including accessibility and learning for junior staff.

Next, the company plans to move beyond task-specific AI solutions to more holistic approaches of “outcome-based AI,” where AI doesn't just complete isolated tasks but carries out entire processes to accomplish an outcome. The team is also preparing to integrate voice-enabled interactions to make AI more accessible anywhere, anytime, further enhancing productivity and increasing accessibility and usefulness.

⁹ *The Big Reset Playbook: Change Agility*, Josh Bersin, Kathi Enderes, PhD, and Nehal Nangia/The Josh Bersin Company, 2021.

¹⁰ “E-discovery” is a form of digital investigation that attempts to find evidence in email, business communications, and other data that could be used in litigation or criminal proceedings.

Figure 5: The Role of the EXP in AI Transformation



Source: The Josh Bersin Company, 2025

The EXP as an AI Change Agility Tool

The EXP is uniquely positioned to serve as a critical change tool for AI transformation. Built for and with employees, it enables bottom-up change around iterative processes and agility. Using an EXP allows companies to address five key strategies vital to change agility for AI transformation (see Figure 5).



Focus on People and Purpose

- Measure, articulate, and communicate the vision for AI
- Provide a centralized inventory of strategic goals
- Engage the workforce along the way

Change agility places people and organizational purpose at the center of transformation efforts. In AI transformation, this means ensuring that AI tools and systems align with the company's mission and values and that employees are engaged and empowered throughout the process. Engaged employees are 2.6 times more likely to fully support AI integration.¹¹ This human-centered approach helps gain buy-in and reduce resistance to change.

The Role of the EXP

The EXP helps measure, articulate, and communicate the vision for AI transformation by providing a centralized platform for sharing strategic goals and updates and engaging the workforce along the way.

Example: Microsoft HR uses Microsoft Viva's campaign hub (Amplify) to streamline, tailor, and measure communications across different HR audiences. This allows the function to create and distribute a monthly roundup to its HR team with updates on AI adoption, key insights, and actionable steps for HR staff. This communication strategy ensures that all HR stakeholders are informed about the latest developments in AI and how these changes align with the company's broader strategic goals. It also allows the team to manage the messaging around AI initiatives, ensuring consistency and clarity.

The EXP helps reach a broad audience within HR, from AI champions to team leaders, by adapting the content to suit different communication channels and needs. This approach keeps employees informed and engages them in the AI transformation, reinforcing the company's commitment to leveraging AI responsibly and effectively.

¹¹ "4 Key Findings from the 2024 State of AI Change Readiness Report," Carolyn Kalafut/Microsoft Community Hub, August 19, 2024.



Bottom-Up, Iterative Approach

- Organize and surface relevant knowledge and expertise
- Design AI use cases around topic streams
- Embed AI use cases into daily workflows

Traditional change management often follows a linear, step-by-step process. In contrast, change agility embraces an iterative approach, tapping into real-time employee insights. AI projects require continuous testing, learning, and adaptation by the workforce as new data and insights become available. This bottom-up, iterative approach allows organizations to refine AI models and strategies in real time, ensuring they remain effective and relevant.

The Role of the EXP

The EXP allows companies to organize and surface relevant knowledge and expertise within the organization, design AI use cases around these topic streams, and embed them into daily workflows.

Example: Clifford Chance leverages Microsoft Viva's measurement capabilities (Insights) for organization-level insights, allowing the AI team to monitor AI adoption and its impact on collaboration patterns within the firm. This helps the team understand how AI tools like Copilot are being used and identify areas for improvement in team interactions and productivity.

By embedding AI into everyday tools and processes, Clifford Chance aims to enhance work efficiency and employee experience without requiring significant changes in behavior or additional effort from employees.



Transparent Communication and Experimentation

- Personalize user communication
- Create user communities
- Manage AI experimentation and feedback

Moving to change agility involves fostering a culture of experimentation and innovation. In AI transformation, this means communicating effectively, encouraging teams to explore new ideas, testing AI applications in different contexts, and learning from failures. This experimental mindset helps organizations discover novel ways to leverage AI for business growth and improvement.

The Role of the EXP

The EXP enables the organization to personalize communication for each employee, create user communities, and manage ongoing experimentation and real-time feedback.

Example: ASOS uses Microsoft Viva's social community capabilities (Viva Engage) to communicate the benefits of AI in its "Work Smarter" campaign, designed to enhance understanding and adoption of AI tools across the organization. ASOS creates a centralized platform where employees can share their experiences and success stories related to AI using the hashtag #WorkSmarter. This approach facilitates sharing information about AI benefits and encourages a culture of experimentation and learning among employees.

The campaign fosters open communication and collaboration, allowing employees to post their stories and insights about how AI tools impact their work. This helps demystify AI and aligns the workforce with ASOS's strategic goals for AI transformation.

By providing a space for employees to engage with AI-related content and discussions, ASOS effectively communicates the practical benefits of AI, such as increased productivity and creativity, as part of their broader vision for technological advancement.



Continuous Learning and Skill-Building

- Assess current AI capabilities
- Identify personalized learning recommendations
- Nudge employees to continue learning

Change agility emphasizes the importance of continuous learning and development, which is critical in AI transformation. As AI technologies and methodologies evolve, organizations must ensure their workforces have the necessary skills and knowledge to use these tools. This involves ongoing training and development programs to keep pace with technological advancements and the required mindset shifts.

The Role of the EXP

Use the EXP to determine current capabilities, identify personalized learning opportunities and upskilling unique to the role, and nudge people to develop new skills like AI literacy, prompting, or data-based storytelling.

Example: Clifford Chance uses Microsoft Viva's learning and skilling capabilities (Viva Learning) to facilitate upskilling employees in using AI tools like Copilot by providing targeted learning resources and training programs. The focus is on building AI literacy and understanding how to effectively integrate AI into their legal and business processes. This includes training on interacting with AI systems, understanding AI's capabilities and limitations, and developing skills to leverage AI for tasks such as document review and data analysis.

Targeted AI skills include:

- **AI literacy:** Ensuring employees understand the basics of AI, its potential applications, and how it can enhance productivity in legal work.
- **Effective use of AI tools:** Training employees to use specific AI tools like Copilot to automate routine tasks such as drafting documents and summarizing information, which can significantly improve efficiency.
- **Data analysis and insights:** Developing skills to use AI for analyzing large volumes of data, extracting insights, and making informed decisions based on AI-generated recommendations.



Real-Time Measurement and Improvement

- Evaluate AI adoption
- Determine employee sentiment
- Recalibrate change interventions

In traditional change management, effectiveness is measured after the change has occurred. Change agility means real-time measurement and constant calibration. Because AI transformation is so dynamic, this agile approach is needed. This means monitoring the pulse of the workforce, gathering feedback on issues and opportunities, and constantly recalibrating change interventions.

The Role of the EXP

The EXP enables organizations to constantly evaluate AI adoption, tap into real-time employee concerns and ideas, and feed needed changes back to AI implementation teams. Beyond measuring AI's impact on readiness and adoption, the EXP is critical to understanding how AI impacts business outcomes like revenue, sales, and case deflection.

Example: Microsoft HR leverages Microsoft Viva's workplace analytics capabilities (Viva Insights) to evaluate change readiness. It tracks metrics such as monthly active users, weekly and daily active users, and feature usage to understand engagement levels with AI.

The team also analyzes impact reporting metrics, including changes in focus time, meeting time, document creation, and chat interactions, to assess the behavioral effects of AI adoption.

The EXP pulsing capabilities (Glint) allow the team to get real-time insights into HR professionals' attitudes toward using AI in their work.

These insights help Microsoft gauge the effectiveness of its AI initiatives and identify areas needing additional support.

Microsoft also uses measurement tools to analyze AI's impact on business processes and key performance indicators (KPIs) across the organization, including HR, where employee questions are now answered with 42% greater accuracy.

CASE IN POINT

Microsoft HR Aims to Become the Most AI-Powered HR Organization on the Planet

Microsoft HR embarked on a transformative journey to use AI to creatively explore opportunities to optimize their work as HR professionals and deliver best-in-class programs, services, and employee support, empowering managers and leaders to grow the business. The HR team prioritized orchestrating AI adoption across HR functions, ensuring that AI initiatives align with strategic goals and contribute to the company's broader objectives. The Cross-HR AI Orchestration, Adoption, and Impact (OAI) team within Microsoft HR plays a pivotal role in coordinating AI-related efforts, driving adoption, and measuring the impact of AI within HR.

Liz Friedman, a senior director who leads the OAI team, highlighted that the primary challenge her team aimed to address was the rapid pace of change and the increasing volume of work without a corresponding increase in time. The team seeks to keep humans at the center of this transformation by rethinking approaches to learning, guiding colleagues on starting every action with a responsible AI mindset, and creating a collaborative environment where AI transformation is accomplished with and through employees rather than being imposed upon them.

Through the use of AI tools, the HR team aims for the following benefits:

- **Better HR service delivery** (e.g., improving service-center performance or payroll accuracy, most recently through Employee Self-Service Agent in Copilot for Microsoft 365, further evolving the traditional HR help desk model).
- **Increased HR productivity** (e.g., scheduling interviews or finding and communicating with candidates).
- **More effective outcomes** (e.g., through providing more targeted employee learning offerings or better interpreting insights from employee listening).
- **Better HR employee experience** (e.g., redirecting repetitive tasks to automated solutions, leveraging AI as a creative partner to enhance the quality of work).

The deployment of Copilot across HR and ongoing upskilling has been facilitated by the existing infrastructure of Viva, which provides a foundation for driving AI adoption with the following use cases:

- **Communication and messaging:** The team designs, coordinates, and distributes communications about AI initiatives with tailored messages and channels for different HR audiences and leverages measurement capabilities to track outreach success.
- **HR AI community of practice:** HR practitioners engage in peer discussions, share experiences, and collaborate on AI-related projects and problem-solving, fostering a culture of learning and adaptation around AI while creating meaningful connections.
- **AI skilling:** Within the curated HR Academy in Viva Learning, HR practitioners can access AI learning tracks with targeted learning paths and resources that help build key AI skills.
- **Measuring adoption and calibrating:** Using a holistic approach through insights, pulsing, and analyzing comments, the team tracks and analyzes the adoption and impact of AI tools like Copilot and the efficacy of different change management activities.

These investments have led to significant engagement across the Microsoft HR community, fueling foundational learning and application of skills to HR work. The community of practice grew to nearly a thousand members, and innovation forums attracted over a thousand participants over several months of offerings.

The team learned that the biggest obstacle to AI adoption is HR practitioners' lack of time. Thus, creating opportunities for social learning in the flow of work and sharing the value of AI in HR work scenarios is critical.

Looking ahead, Microsoft plans to continue refining its AI adoption strategies, focusing on deeper usage and impact measurement, particularly as new features are released that require new capabilities to shift how work is done. By continuing to foster a collaborative and human-centered environment of change agility, Microsoft seeks to lead the way in AI transformation within HR.

HR's Elevated Role in AI Transformation

A key issue in AI transformation is establishing effective ownership to deliver the most significant organizational impact. Who should drive the transformation? Should it be IT because it's a technology? Legal and compliance because it's such a big legal barrier? Finance because of the cost implications? How do we connect with business leaders to solve problems that generate the biggest return on investment?

A cross-domain solution requires a different way of working within and outside HR, bringing together a cross-functional team to solve business problems with AI. The transformation has two parts: a technical part and an organizational/cultural part. While the focus is often on technical capabilities, the organizational piece is even more critical. It involves AI skill-building, adoption, and work redesign, enabling every employee to become a superworker.¹²

No one function or team can execute AI transformation alone. Instead, a [Systemic HR](#)^{®13} approach is needed, bringing together different perspectives dynamically to drive maximum value.¹⁴ This means HR needs to focus on key components of the transformation, all in collaboration with IT, finance, legal and compliance, risk management, and business operations.

HR is uniquely positioned to take a key leadership role in enterprise AI transformation. After all, HR is the architect of

talent planning, responsible for job and organization design, and shepherds learning and skills development—all while focusing on driving better people and business outcomes. This includes the following collaborative activities:

- **Lead the integration of AI into HR processes**, such as recruitment, talent management, and employee engagement, collaborating with IT, legal, risk management, and operations.
- **Develop strategies for upskilling employees** to work effectively with AI technologies, including using EXP platforms for targeted skills development.
- **Lead change agility initiatives** for enterprise AI transformation, refining legacy approaches toward change management with more agile practices.
- **Rethink work and how it's done**, including redesigning roles, jobs, and work activities in collaboration with the business.
- **Ensure AI tools and experiences align** with organizational culture and values. Listen to employees and be ready to adapt based on their needs, which may continue to change rapidly.
- **Monitor AI's impact** on culture, leadership, skills, and team dynamics and address related challenges.

As HR is focused on creating an irresistible employee experience that engages and retains the workforce, the EXP is an outstanding support tool for AI transformation.

¹² *The Rise of the Superworker: HR and Leadership Predictions and Imperatives for 2025*, Josh Bersin/The Josh Bersin Company, 2025.

A "superworker" is an individual who leverages the power of AI to dramatically increase their productivity, performance, innovation, and output.

¹³ "Systemic HR" refers to a new operating system for HR that is more consultative, value-oriented, and focused on problem-solving than traditional systems, breaking down silos both within and outside of HR to create greater organizational value and improve the employee experience.

¹⁴ *The Definitive Guide to Human Resources: Systemic HR*[®], Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

Next Steps

As companies embark on human-centered AI transformation, there are several steps to consider:

- **Establish guiding principles for AI transformation.** These should include business objectives, a focus on humans (not just technology), responsible AI practices, and clear success criteria.
- **Identify the business problems.** Fall in love with the problem, not with the solution. AI is not a goal in itself; it needs to address a business problem. Identify where AI will add value, determine goals, and then set up measurements to track success.
- **Break down silos.** Foster a culture of collaboration across different HR domains and with business leaders, IT, finance, and legal/compliance. Use AI as a means to break down silos, clearly defining how each group contributes to common goals.
- **Focus on change agility.** As AI constantly changes and morphs, legacy change management approaches are obsolete. Instead, focus on fostering change agility and tap into new workforce ideas by creating a culture of experimentation.
- **Leverage an intelligent EXP.** AI transformation is not possible without enabling technology. Use a next-generation EXP to support a holistic change approach, empowering employees to get the most value from AI.
- **Aim for continuous improvement.** Regularly review and revise the approach to AI to reflect changes in the business environment and employee feedback. This ensures that the AI transformation remains relevant and effective.

Key Takeaways

- The EXP has become an indispensable tool for AI transformation, enabling change agility and a human-centered approach.
- The benefits of AI are significant and include increased productivity, a better employee experience, and the creation of new sources of value for the company.
- Change with AI transformation is faster, less predictable, and more multifaceted than other types of change, so it requires a different approach: change agility.
- The most successful organizations use an intelligent EXP with AI at its core to support the transformation quickly and at scale.
- HR plays a unique, pivotal role in leading AI transformation, collaborating across the organization for business results.

About the Author



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Kathi is the senior vice president research and global industry analyst at The Josh Bersin Company, supporting clients and the market with evidence-based insights on all areas of HR, learning, talent, and HR technology. Kathi has more than 20 years of global experience from management consulting with IBM, PwC, and EY, and as a talent leader at McKesson and Kaiser Permanente. Most recently, Kathi led talent and workforce research at Deloitte. She is a frequent keynote speaker, author, and thought leader. Her passion is to make work better and more meaningful.

Originally from Austria, Kathi has worked in Vienna, London, San Francisco, and Spain and now lives in Palo Alto, California. Kathi holds a doctoral degree in mathematics and a master's degree in mathematics from the University of Vienna, Austria.

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